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10 December 1953

MEMORANDUM FOR: Chief, Logistics Office

FROM: Chief, Management Training Division, OTR

SUBJECT: Summary Report on the Human Resources Program

1. The Human Resources Program has been conducted in LO with 8 groups of supervisors, a total of 104 individuals, commencing on 15 July with you and your top staff and winding up [redacted] with the final meeting of Group #VIII on 10 November. It is planned to hold follow-up meetings with each of these eight groups, approximately every eight weeks, for as long as you consider that this training program can materially assist you in achieving your management objectives. No follow-up meetings have been held to date.

2. A good deal can happen in four months in CIA. Since I realize that some of the following points, noted when conducting the program in LO, may now be out of date, I am making this report as brief as possible. I shall be happy to elaborate upon any part of it at your request.

3. I was impressed in LO by the following -

a. A good-hearted, highly motivated group of people, most of whom were well qualified and eager to do a good job.

b. An Office of four completely diverse parts, with each division quite different in organizational maturity, in the quality of its leadership, and in its morale. It was interesting that in most divisions one could find examples both of some of the best and some of the worst supervisory practices.

c. Inadequate coordination of the total program of the Office at the top level.

d. Devotion to the mission of the Office, and exceptional driving power in certain units down the line.

4. In conducting this training program I kept in mind that LO has been the last of the major components to go through the discomforts of reorganization, and also that the required postponement in staffing the new T/O had coincided unfortunately with the clamping on of new

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personnel ceilings. Most of the supervisors seemed to be reasonably tolerant about the total reorganization situation, but they were intolerant about apparent lack of adequate information from top-side on what to expect, and a feeling that up the line the people were too busy to know or really to care about operations at the lower levels.

5. I attach a set of the materials that were used with all the groups. Page 1 of Group Meeting #2 differs for each group, for on it are noted the apparent problems that came up as a result of my one-half hour conference with each member of the group and as a result of the discussion at the Group Meeting #1.

In addition to the usual discussion that took place at all meetings, at Group Meeting #4 each individual was asked to make one concrete suggestion for improving management in CIA.

The estimates that follow are the result of summarizing the points raised by eight groups of supervisors, 104 people; and as you might expect, the problems and suggestions tended to cluster fairly naturally.

6. This past week I had occasion to present the Human Resources Program to General Cabell and a group of eighteen other people, mostly from the AD and equivalent staff level. I summarized for this group the eleven most common management problems encountered in conducting the Human Resources Program during the past twelve months with over 500 supervisors in the Agency. Of these eleven most common problems, six seem to me to be clamant problems in LO. The list of eleven problems is attached for your information.

7. The six problems that seemed to be important in LO, and about which I believe a great deal could be done through better supervision, were these:

- a. Poor communication up, down, and across - as a result of inadequate attention to the use of staff meetings; through misunderstanding need-to-know strictures; and through adherence to channels, at the lower levels of supervision, in excess of the requirements of sound discipline in a civilian organization.
- b. Lack of clear definitions of unit and individual responsibilities.
- c. Lack of clear operating policy from the echelon above.
- d. Unwillingness or inability of supervisors at the level above to delegate responsibility and commensurate authority.

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e. Very inadequate personnel management practices. There is a particular need for routine and continuing follow-up interviews, and for energizing the Career Service Program.

f. Inadequate attention to the importance of personal leadership through "review and inspection of the troops" all down the line, and lack of planning for periodic personal interviews by supervisors at top echelons with supervisors at all echelons below.

8. My suggestions for improving the quality of supervision in LO would include the following -

a. More time and energy by top-side supervisors to the management of people. At present, top-side supervisors appear to be immersed in operations to the neglect of the development of their people. The organization will simply disintegrate unless the top executive level can give a great deal more time to working with supervisors at all levels in getting the Office steadied on course.

b. The military people don't want to be here, but they are good soldiers and are apparently doing a fine job. The civilian personnel resent having military personnel in some of the top slots in the divisions and don't seem to realize that the military people are not here by choice and are not here permanently. That whole situation needs plenty of attention.

c. Personnel management services within the Office appear to be totally inadequate to meet the requirements of a new, large, sprawling Office. This is too obvious to need further elaboration. I am sure that the people responsible for personnel services are doing all they can to meet the needs, but they are just not staffed up to do it.

d. There is very great need for direct attention to improving the quality of human relations throughout the Office. Generally, the people in LO seemed edgy, high strung, and working under too many feelings of resentment. Some of the ablest are knocking themselves out week after week and are beginning to ask themselves if it's worth it.

9. This report is offered with humility and with recognition of the tremendous job you have on your hands for the next year or so.

I believe that under your leadership LO can be at the very top in management performance in the Agency. One of the biggest

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job is to educate the rest of the Agency to the requirements for sound logistical support.

10. Since I shall be out of town from 14 through 18 December, I shall be happy to discuss this, if convenient for you, on Friday or Saturday this week, or anytime after the 20th.



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Enclosures

Human Resources Program materials
Draft Statement of Management Policy

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